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OIT-0298-88

*22 Mar 88*

MEMORANDUM FOR: Deputy Director for Administration

FROM: Edward J. Maloney  
Director of Information Technology

SUBJECT: Executive Development

1. This is in response to your request to identify positions within OIT that should be held by potential Office Directors.

2. When talking about succession planning involving our internal career service employees, there are two major career paths to consider. The first involves the people who enter on duty without degrees in the operations and customer services job disciplines. While many complete degrees during their careers, they almost never achieve the credentials required to work in the second major job discipline, development and engineering. These people rise through operations, installation, or maintenance disciplines and generally acquire good supervisory experience by the time they reach the GS-13/14 level. The mid-level needs of this group are better served by placing them in positions that provide wide exposure to the Agency at large and assure them of experience dealing with senior officers in customer offices. The Operations Duty Officer positions are ideal for this purpose.

Position: AG067, Telecom Officer, TCM04

3. At the GS-15 level, these officers are well equipped to manage large divisions in either operations or customer services. However, if a candidate Office Director is identified in this group, we are better served by moving him into a senior staff officer position within the Management Group where the employee gets in-depth exposure to administration of budgets, personnel, and policy. From here they can move comfortably into Deputy Group Chief positions.

Position: HLL99, Planning Officer, GS-15

4. The second major career group are the development personnel who enter on duty with degrees in computer science or engineering. Potential Office Director candidates can be expected to emerge at the GS-14 and GS-15 level where they will demonstrate their potential on large, complex development or engineering activities such as the PBX, AIM, SAFE, etc. The candidate stands out because performance shows strength in technical management but, more importantly, strength in customer relations and negotiation. The logical progression is to broaden these officers by assignment to operations or customer services

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positions at the Division level. If successful here, they too should serve a tour in a senior staff position within the Management Group, or, alternatively, in a DDA staff position.

Positions: HL569, Computer Specialist, GS-14  
HL578, Computer Specialist, GS-14

5. Whether internal or external candidates, the last logical positions are at the Group level. Service as either Chief, Operations or Chief, Customer Service plus assignment as Chief or Deputy Chief, Management Group will provide the depth of knowledge and experience in personnel, budgets, customer relations and management of large organizations required to comfortably and effectively assume the Director's role.

Positions: BF095, DCH Management Group, SIS-00  
BF037, CH Customer Service Group, SIS-03  
AF082, COMMO Off-Operations, SIS-03

6. Finally, it is possible and frequently desirable to substitute service outside OIT for one or more of the development assignments. Specifically, service in OC, DI/OIR, DS&T/ODE, DO/IMS all provide invaluable experience and knowledge to the Office.

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